MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

BKM2024 – KNOWLEDGE AUDITING AND MAPPING

(All sections / Groups)

13 MARCH 2020
3:00 p.m. – 5:00 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 3 pages with 4 Questions only.

2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

Company P has four key departments: Production, Finance, Marketing and R&D. The company has 3 essential business projects, Project I, II and III. Employee A, B, C, D, E and F are assigned to work together in Project I in Kuala Lumpur headquarter. Employee G, H, W and K are assigned to work together in Project II in Johor branch while Employee J and Z are assigned to work together in Project III in Selangor branch.

Employee A is a project leader from marketing department. Employee A has five subordinates: Employee B is from production department, Employee C is from Finance Department, Employee D is from marketing department, Employee E is from R&D department and Employee F is from production department. A cross-functional team is form to foster inter-departmental collaborations in completing Project I. These six employees are experts from their respective departments but have low knowledge in other three departments.

Employee A and Employee D have superior skills in providing opportunities for other project members to learn to work together as a team. Both of them have excellent skills of enlisting the active participation of everyone in the team. They also exhibit strong interest to promote cooperation with team members from other departments. Both of them show high commitment to ensure that all team members are treated fairly. They highly recognize and encourage behaviours that contribute to teamwork.

Employee B, Employee C and Employee E have moderate skills in providing opportunities for other project members to learn to work together as a team. They have average skills of enlisting the active participation of everyone in the team. They also exhibit low interest to promote cooperation with team members from other departments. They show moderate commitment to ensure that all team members are treated fairly. They recognize and encourage behaviours that contribute to teamwork moderately.

Employee F has low competency in providing opportunities for other project members to learn to work together as a team. He also has limited skill of enlisting the active participation of everyone in the team. He also exhibits low interest to promote cooperation with team members from other departments and low commitment to ensure that all team members are treated fairly. He fails to recognize and encourage behaviours that contribute to teamwork.

Note: This is a fictitious case developed by the examiner for assessment purpose.

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Based on this case study, answer the following questions.

QUESTION 1

Based on this case study, draw:

a. **ONE (1)** knowledge source map. (10 marks)
b. **ONE (1)** knowledge asset map for Project I. (15 marks)
c. **ONE (1)** knowledge structure map for Project I. (10 marks)

(Total: 35 marks)

QUESTION 2

Prepare a 120 words social network analysis report for Company P based on the following social network analysis results. In your report, evaluate and comment on the most influential node within the network, network linkage, the node that transmits and receives the most in the network and the network clique. (15 marks)

Node	Indegree	Outdegree	Eccentricity	Betweeness	Influence	Information Centrality
1	2	5	1	8.00	1.00	3.21
2	2	4	2	2.00	0.83	3.21
3	2	3	2	1.50	0.71	2.81
4	5	1	2	6.00	0.56	3.21
5	3	2	3	0.50	0.56	2.81
6	2	1	3	0.00	0.42	2.37

Clique No	Clique Members
1	6
2	1 2
3	4 1
4	5 3

(Total: 15 marks)

Continued .....

QUESTION 3

Draw a knowledge map to map knowledge asset with organizational structure.

(15 marks)
(Total: 15 marks)

QUESTION 4

a. Advise decision makers in Organization P to perform knowledge management audit by explaining **TEN (10)** key steps of a knowledge management audit in details. (20 marks)

b. Given the following information, calculate Standardized Market Value Added to decide on which company to invest in. (15 marks)

Indicator	**Organization P**	**Company L**
Market value 2020	RM 10,000	RM 200,000
Adjusted capital	RM 5,000	RM 150,000
MVA 2019	RM 2,000	RM 40,000

(Total: 35 marks)

End of Paper